

19 November 1954

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MEMORANDUM FOR: Mr. Carey

FROM: Assistant Director, OCD

SUBJECT: 4th day of the Clark Committee Task  
Force in OCD

1. The Special Register was inspected today from 9:20 to 11:45 by Col. Miller and Mr. McGruder, accompanied by [REDACTED] Contact Division and myself. [REDACTED] Chief of the Register, conducted the briefing.

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2. Col. Miller was loaded for bear this morning and on several occasions he fired off series of questions in a decidedly critical and aggressive way, doing most of the talking himself and giving the impression of not really hearing and certainly not understanding the entirely lucid replies which were given him. He spoke with six different people, and I'm happy to report that each of them stood up under the attack very well indeed. He evidently wanted to put everyone on the defensive, and his manner was so critical that some embarrassment could not be avoided. Mr. McGruder himself, I think, shared a little in the general embarrassment as he stayed in the background and said little. In the intervals, walking from one room to another, Col. Miller was entirely friendly and affable with me; he made several very favorable comments on the people he'd been grueling; and we ended up by having a perfectly pleasant lunch together.

3. Col. Miller doesn't like too much palaver, but does like to get right down in the files where the work is going on and ask questions himself. Hence we stayed only a few minutes in [REDACTED] office explaining the overall mission of the Register, and then took him direct to the central File Room where [REDACTED] had arranged a very skillful presentation on the types of material being received, the method by which they're filed, and the rest. [REDACTED] has done this many times before, and he's excellent at it. He had samples of each item laid out on the cabinet, good diagrams showing where everything comes from, and all the rest. But he scarcely got a chance. Before he'd finished one sentence the Colonel interrupted him, took one of the items from his hands, and fired a whole series of questions at him: "What do these letters and numbers mean in the corner? Who put them there? Do all these items have the same kind of information?"

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How do you know where to file them? Do you file similar items together? Don't you have any system? Show me right now where this particular item came from in the files? If it got lost how would you know it was missing?" And so on, without allowing the men to say more than a word or two in reply to each.

25X1A [REDACTED], Mr. McGruder, and I all tried at intervals to stem the torrent and give [REDACTED] a chance to answer one question at a time, but we hadn't much success. This was bad treatment, and wholly undeserved. 25X1A [REDACTED] very personable, very lucid, very polite, and completely on top of his subject. He reddened, and batted his eyes, but did not lose his temper and kept his voice low. He should be awarded a Purple Heart.

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25X1A 4. Next we went to the Analysis Room where [REDACTED] explained the code system and the method of analyzing. The subject was so complex that the Colonel couldn't seize on anything to belabor her with and - perhaps out of courtesy because she was female - he didn't interrupt her so brutally. Nonetheless his manner was far from ingratiating, [REDACTED] face was flushed and her eyes were flashing before we got through. She's a top notch analyst, and nothing he could ask caused her the slightest hesitation or confusion. A sharp fact question got a sharp, fast, and exact answer.

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5. Time was getting short, so we spent only a few minutes in the machine room where [REDACTED] showed how the IBM files are kept, and how the cards are drawn and collated in answer to a request. He was questioned sharply about the fact that he had more keypunch machines than he did keypunch operators. He explained that keypunch operators come and go, and he has to have enough machines for a full staff: they cost only \$35 a month, and it takes six months to get one from the IBM Corporation. Hence he cannot afford to turn in a machine every time a keypunch operator goes on leave or resigns since, if he did, he'd risk having new hands on board without any machine to work with for a period of six months.

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[REDACTED] had a sample request for Col. Miller, and gave him the IBM cards which he would have received if he had placed the request himself.

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6. With the request cards, bearing Col. Miller's name on them as a borrower, we went back to the File Room and [REDACTED] showed how the documents would be pulled and the request cards put in their places, in the File, as indications that the documents were on loan to Col. Miller. This seemed to strike the Colonel as a good idea, but he immediately shifted back to an earlier line of questioning as to what we would do, and how we would know, if a document were lost or misfiled.

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7. We had a quick look in at the Information Room, where requesters normally come for their machine runs, and [REDACTED] explained their work hastily but adequately with no contretemps.

8. Next we spent a half hour in the Barton Branch, which we explained was newly set up in accordance with NSC 169. The Colonel and Mr. McGruder both asked questions about possible duplication of effort between the Barton Branch, NSA, FCC, and so forth, and they will no doubt ask further questions along these lines in OSI and OCI.

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9. Both Miller and McGruder were friendly and affable at lunch in the cafeteria. [REDACTED] They wanted to borrow "some good spy stories" from the Library, so we took them down and let them pick out a few volumes (unclassified) which were sent up [REDACTED] for their leisure hours.

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10. On leaving, Col. Miller said to me that, without prejudice to what his final conclusions might be, he was tentatively of the opinion that OCD was a well-run shop.

James M. Andrews

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~~EYES ONLY~~

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approved for release through  
the HISTORICAL REVIEW PROGRAM of  
the Central Intelligence Agency.

Date 5/5/92

HRP 89-2

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